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18 April 1967

MEMORANDUM FOR: DDP/Training Officer  
THROUGH : Director of Training  
SUBJECT : CIA Participation in the National Interdepartmental Seminar (NIS)

1. This memorandum responds to your request for background information about CIA participation in the National Interdepartmental Seminar (NIS). Specifically, the subject headings that you provided are used for organizing the memorandum.

2. Grade of Officers from the Clandestine Services. Altogether thirty Sessions have been given since the NIS began 11 June 1962. A total of 154 CS officers have attended these thirty Sessions. In Attachment A we show the grade and component of each officer at the time he was enrolled. The breakdown by grade is: GS-11, 2; GS-12, 4; GS-13, 33; GS-14, 73; GS-15, 34; GS-16, 4; GS-17, 2; GS-18, 1; Lt. Col., 1; Col., 1. The breakdown by component to which the officer was assigned at the time of his attendance is: AF, 37; FE, 36; WH, 26; NE, 9; OTR, 7; CA, 7; EE, 4; SOD, 4; FI, 3; CI, 3; TSD, 3; DOD, 2; SR, 2; TFW, 2; DCI, 1; WPS, 1; NPIC, 1; MS, 1; WE, 1; OCI, 1; RI, 1; OPSR, 1; CCS, 1. To complete the analysis, it would be necessary to determine to what extent these officers occupied "key positions" and what percentage they represented of the number eligible for NIS attendance.

3. In Attachment B we have listed all members of CIA by grade, office, and career designation. If we extract from this list those officers from components other than the DDP who have attended the NIS we find that they total 73. For comparative purposes, the breakdown of these 73 by grade is: GS-11, 1; GS-13, 13; GS-14, 33; GS-15, 19; GS-16, 6; GS-18, 1. The breakdown by component is: OTR, 17; ORR, 12; OCI, 6; OC, 6; OBI, 6; OS, 4; NPIC, 3; FDD, 2; MS, 2; Logistics, 2; O/DCI, 1; OCR, 1; IG(S), 1; CGS, 1; MMPD, 1; O/PPB, 1; CI(SA),

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4. Comparative Grade of CIA Participants with Those of Other Departments and Agencies. To assist you in making a study of comparative rank or grade, I have listed the rank and position of all officers from State, Defense, USIA, and AID who have graduated from the NIS during the last fourteen Sessions (25 January 1965 through 7 April 1967) (Attachment E). As a reminder, FSCR and FSLR are equivalent ranks to FSO and FSR. FSO-1 is just below GS-18 (3rd step of FSO-1 is the same); FSO-2 is between GS-15 and 16 (nearer 16); FSO-3 between GS-14 and 15 (nearer 14); and FSO-4 the same as GS-13.

a. A brief analysis of State's participation in this period shows that fourteen ambassadors, two ministers, ten principal officers, five consuls general, sixteen DCMs, and three Counsellors of Embassy have graduated from the NIS. In this same period, twenty-eight with the rank of FSO-1, forty FSO-2, and forty-two FSO-3 have graduated.

b. Similarly, participation by Defense during this same period shows there were twelve generals, seventy-one Air Force colonels, sixty-two Army colonels, twenty-six Navy captains, and ten Marine Corps colonels graduated from the NIS. Among Defense graduates, fifteen were assigned to JCS, eighty-six to MAAGs, Military Missions or Military Groups, and eighty-five are attaches.

c. During the same period, USIA's participation included five officers with the rank of FSCR (or FSLR) 1; seventeen, FSCR-2; thirty-seven, FSCR-3; four, GS-14; four, GS-15; and one, GS-18. Among USIA's graduates, there were thirty-six Public Affairs Officers and fourteen Cultural Affairs Officers.

d. Among AID's graduates, there were twenty-eight with the rank of FSR-1; fifty-three, FSR-2; fifty-eight, FSR-3; six, GS-14; eighteen, GS-15; three, GS-16; and one, GS-17. There were twenty-two Assistant, Deputy, and Mission Directors.

5. There have been 41 graduates of the NIS at the ambassadorial level (Attachment C). Thirty-three of these are serving as ambassadors at present in the field, while the remaining eight are serving either in the Department or elsewhere. To complete the analysis, 53% (9 out of 17 ambassadors) serving in the NEA area; 40% (15 out of 36) in the AF area; 40% (4 out of 10) in the EA area; and 21% (5 out of 24) in the LA area are graduates of the NIS. In addition, a number of NIS graduates are serving

as Charges d'Affairs ad interim or as Principal Officers. I shall identify only a few -- Charles Pletcher (Botswana), Lloyd Rivers (Burundi), Christopher Pappas (Mbabane), and Curtis Jones (Aden).

6. A total of thirty military officers of general rank have graduated from the NIS (Attachment D). Of that number, nine were major generals and twenty-one were brigadier generals. Twenty-two were Army and eight Air Force.

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7. Effect on the [redacted] if CIA Should Reduce or Discontinue Its Participation. I would like to preface my remarks by citing from NSAM 283 which--as you know--directs that "the National Interdepartmental Seminar will be the inter-Agency training center for those officers assigned to 'key positions'. In performing this function, the Seminar will . . . offer instruction on the manifold problems of development and internal defense and improve the U.S. capability to assist underdeveloped countries overcome these problems." I believe that I am accurate in stating that the majority among us who are closely associated with the NIS are by no means satisfied with the "instruction" being given or with the contribution to "improving the U.S. capability." I would hasten to add, however, that the most encouraging development in this regard is Ambassador Kidder's willingness to innovate in his effort to maximize the value of the NIS. Rather than give it up as an impossible task, he is constantly alert to any suggestions or means for improving the NIS.

8. To respond more directly to your query, one of the main reasons the NIS was organized--as I understand it--was to create an academic environment from which the coordination and integration of responsibilities and resources of U.S. agencies should develop for optimum achievement of U.S. policy objectives. I believe this one lesson, i.e., that team work on the part of all agencies is essential, does come through in the NIS. The reduction or discontinuance of CIA participation would have the effect of weakening or diminishing the value of this aspect of the NIS. It would also deprive CIA of perhaps its best forum for explaining the Agency and its work. The representatives from the other agencies are at a sufficiently high level where they can either do CIA a lot of good or harm. From what I have observed and from the comments coming to me from our own Agency members as well as from members of the other agencies, the CIA participants in the NIS have been able to do much to allay any doubts or to correct any misunderstandings about the Agency and its work. This has been due largely in the [redacted] meetings.

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where the issues were raised and responded to in an informal manner that would be difficult to achieve in more formal briefings.

9. As a final observation, I would like to mention the comments of our CIA participants on the value of the NIS as a broadening experience for CIA's participants. We in CIA sometimes tend to approach our job from the parochial point of view. The NIS has the effect of breaking this down and causing the CIA participants to consider the total U.S. Government approach to a situation rather than merely the CIA approach. The NIS has helped them to understand more fully than before that CIA's role, however vital it may be, is but a part of the total U. S. Government effort.

*S/hey*

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CIA Faculty Adviser  
to the NIS

Atts.